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3. Differences and Likeness in Consumer Groups: Living Standards, Purchasing Power, Racial and Religious Customs, Reactions to Advertising, Buying Habits, Diffusion of Ideas.
4. The Proposed Census of Distribution: Scope, Limitations, Use of Data.
5. Anticipating Changes in Consumer Needs and Habits.
6. Serving the New Customer.
7. Summary.

Luncheon

Mergers and Marketing

April 3—Afternoon

The Retailer of Today and Tomorrow

1. What Has Happened to the Retailer?
2. What is Going on in the Retail World: Cash and carry; Credit and service; Instalment Selling; Group buying; Chain store outlets; Mail order chains; Range of style and effect on inventory; Character of retail salesmanship; Retail advertising; Hand to mouth buying; The returned goods problem; Mergers; Syndicate buying; Direct to consumer selling; Machines for selling.
3. How Will the Retailer of Tomorrow Affect Marketing: (a) Size of independent dealer; (b) Nature of competition: changed character of products distributed.
4. Summary and Discussion of Retail Types of Tomorrow and the Trend to be Expected in Their Development and Retrogression.
5. General Discussion.

April 4—Morning

The Wholesaler of Today and Tomorrow

1. What has Happened to the Wholesaler?
2. What is Going on in the Wholesale World: Direct selling, by manufacturer, Chain wholesale stores, Improved Transportation service, Private brands, Preemption of market by nationally advertised brands, Mergers, Standardization and simplification, Experiencing the change and adapting the business to meet new conditions, Cutting out unprofitable retailers.
3. Ability of Wholesaler to meet the Marketing Changes, Types of Wholesale Distribution Tomorrow and a Conjecture as to the Probable Survival of Each Type.
4. Summary.
5. General Discussion.

April 4—Afternoon

The Manufacturer's Relation to the Consumer, Retailer and Wholesaler of Today and Tomorrow

1. What Has Happened to the Manufacturer's Marketing Status?
2. What is Happening to the Manufacturer's Marketing Set-Up:
 - a. The struggle for control of the consumer market.
 - b. New outlets.
 - c. Spread of integration.
 - (1) controlling selling outlets.
 - (2) distributing branches.
 - (3) the new competition.
 - (4) control of manufacturing by retailers and jobbers.
 - d. Mergers.
 - e. Selective selling.
 - f. New character of specialty selling.
3. Experiencing Versus Anticipating Changes in Consumer Demand: Marketing research, Promoting changes, Consumer advertising, Adding related lines.
4. Discussion of these Tendencies as Affecting Various Types of Manufacturers.

In addition, there will be two round table dinner conferences, Wednesday evening, April 3, one on Marketing Resale Goods and the other on Marketing Equipment, Raw Materials and Services.

The 1930 Distribution Census

A Committee of the Association, headed by H. A. RICHMOND, Director, Marketing and Distribution, Policyholders Service Bureau, Metropolitan Life Insurance Company, New York, N. Y., has prepared a careful report on the proposed 1930 census on distribution describing what is proposed, what is needed and what business must do if this census is to be achieved. Copies of this report are available to all who care to write to W. J. DONALD, Managing Director, American Management Association, 20 Vesey Street, New York, N. Y.

Employee Representation Group

In place of the usual annual conference on Employee Representation, the Association has established an Employee Representation Group similar to the other subject groups of the Association. Mr. E. K. Hall, Vice President of the American Telephone and Telegraph Company, has assumed the General Chairmanship.

The first meeting will be held in Pittsburgh im-

mediately following the Conference on the evening of Saturday, March 2, 1929.

International Bud Confere

A Conference on Industry will be held at Berlin, Germany, 1929. Two Directors of the American Management Association, Mr. James O. McKinsey and Compan Coes of Ford, Bacon & Davis, will speak on American practice.

The Conference is being organized by the Reichskuratorium Für Wirtschaft und Arbeit in collaboration with the International Institute.

New Mem

The following members have joined the Association or increased their membership since November 1, 1928.

Companies

Class B

Westinghouse Electric & Manufacturing Company

Class C

Deere & Company
Norton Company
Standard Oil Company of New Jersey

Class D

Acme Steel Co.
Barrington Associates
Central Hudson Gas & Electric
Donnelly Garment Company
The Foreman National Bank
Illinois Bell Telephone Co.
International Business Machines
Keystone Steel & Wire Co.
Liberty Mutual Insurance Co.
Ludowici-Celadon Company
Minnesota Power & Light Co.
Southern California Edison Co.
The Northern Trust Company
The Penn Mutual Life Insurance Co.
The Robbins & Myers Co.
L. C. Smith & Corona Typewriter Co.
The Toledo Edison Company
Universal Winding Company

Foreign

Grassi & Cie
Société Anonyme Des Usines Hispano-Portuguesas

Individual

Eighty-six individual members have joined the Association since November 1, 1928.

the Production Executives' Con-
g of Friday, March 1 and on
29.

Budgetary Control conference

Industrial Budgetary Control
Germany, February 7, 8, and
ors of the American Manage-
James O. McKinsey of James
Company and Mr. Harold V.
& Davis, Inc., will give papers

s being conducted by The
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international Management In-

Members

bers have either joined the As-
their membership since No-

Company

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al members joined the Associa-
i, 1928.

Literature Available

Office Executives' Series

- Methods of Computing and Charging Office Costs of Operation \$.75
By H. J. TAYLOR, Office Manager, Jewel Tea Co., Inc.
- Unit Costs as Measures of Office Output for the Control of Office Expense75
By E. J. McADAMS, General Office Manager, Armour and Company.
- Some Consideration in Installing a Salary Administration Plan75
By E. H. LITTLE, Industrial Engineer, Central Planning Department, United States Rubber Company.
- Determination of Work Units for Office Machines75
By I. O. ROVSE, Manager Office Production, Ralston Purina Co., Inc.
- Office Working Conditions and Extra Compensation Plans 1.00
By H. J. TAYLOR, Assistant to President, Personnel, Jewel Tea Co., Inc.

Marketing Executives' Series

- Selecting and Training Salesmen and Their Relation to Overhead and Direct Costs of Marketing... \$.75
By JAMES A. GRIFFIN, Assistant Agency Manager, Phoenix Mutual Life Insurance Company.
- The Effect of a Salesman's Compensation Plan on Marketing Costs75
By J. A. MACLEOD, Vice-President, The Hinde & Dauch Paper Co.
- Selective Selling as a Means of Reducing Marketing Costs75
By GUY C. SMITH, Head, Commercial Research Department and Advertising Manager, Libby, McNeill & Libby.
- Objectives and Essentials of Costing Marketing Activities75
By W. E. FREELAND, President, Freeland & Warren, Inc.

Production Executives' Series

- Foremen's Meetings on Efficiency of Operation... \$.75
By C. E. STEVENS, Works Manager, White Sewing Machine Company.
- Salary Versus Extra Financial Incentive Methods of Compensating Supervisors75
By A. W. ROWLEY, Industrial Engineer, Harder Manufacturing Corporation.
- Extra Financial Incentives for Supervisors..... .75
By E. E. BRINKMAN, Industrial Engineer, Holeproof Hosiery Company.
- Procedure for Locating Causes on Unnecessary Expenditures and for Indicating the Executive Action for Their Control75
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- Imagine Production Without Engineering..... .75
By HAROLD V. COES, Vice-President and General Manager, Belden Manufacturing Company.

Financial Executives' Series

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By L. J. STEWART, PAUL H. WILSON, C. T. KING, SETH L. BUSH, PHILIP W. SMITH, O. L. KORHN, M. B. FOLSOM.	
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By H. A. FOUNTAIN, Treasurer, The Ohio Public Service Co.	

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By JOHN F. TINSLEY, Vice-President and General Manager, Crompton & Knowles Loom Works.	
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By JOHN A. GARVEY, Personnel Manager.	
<input type="checkbox"/> Costs of Representative Employee Magazines....	.75
By JOHN MILLS, Director of Publication, Bell Telephone Laboratories, Inc. and A. R. THOMPSON, Assistant Editor, Bell Laboratories Record.	
<input type="checkbox"/> Supervision and Leadership.....	.75
By HENRY C. METCALF, Vice-President, Continental Baking Corporation.	
<input type="checkbox"/> Production and Inventory Budgets.....	.75
By THOMAS R. JONES, Assistant General Manager, The Cincinnati Milling Machine Company.	

These reports are available to non-members at the above prices. *Orders for less than \$1.00 net must be accompanied by cash.*

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